

Engaging Saskatoon Region Employers:
**THE BUSINESS CASE
FOR RECONCILIATION**

#TRC92 Kîpa



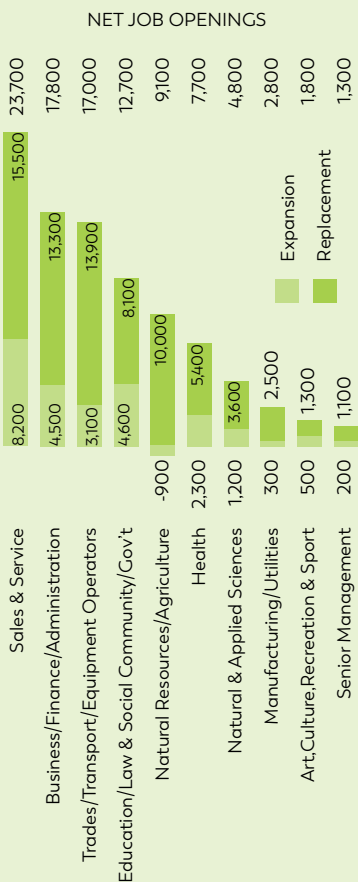
Indigenous Engagement
Employer Handbook



Pronounced KEE-PA, Kîpa is the Cree word meaning “hurry up”. Pronounced Caulk-A-way-Ah-Hoke, Kakwayahook is the Michif word for “hurry up”.

The Employer Handbook Project

Forecasted Job Openings due to expansion demand and replacement demand by Occupational Group, Saskatchewan, 2018 to 2022



Source: Government of Saskatchewan's Labour Market Outlook, 2018

Employers are seeking to Kîpa or Kakwayahook (hurry up) in finding ways to attract, recruit and retain Indigenous people more effectively in the workplace. Many sectors are experiencing or projecting expansions, with the Government of Saskatchewan's Labour Demand Outlook anticipating almost 100,000 new job openings between 2018-22. As the fastest growing demographic in Canada, Indigenous people are poised to meet this demand.

What better way to foster your company's resiliency and enhance your competitiveness than to become an employer of choice for Saskatchewan's Indigenous population?

This Handbook has been developed to provide guidance and practical options for employers seeking to improve their Indigenous workforce recruitment and retention outcomes. It is based on a series of workshops and consultations held in early 2019 that included some of Saskatoon's largest First Nation, Métis and non-Indigenous employers, employment, education and training institutions, business associations and community organizations.

Different sizes of businesses, in different industries, and at different stages of their Indigenous engagement process will need distinct strategies and capacities to reach their goals. While not every suggestion in this handbook will be relevant for you, we hope that many of the suggestions will resonate with most employers.

It's time to Kîpa and Kakwayahook to better engage Indigenous participation in the economy from employment to partnerships to ownership, and to help ensure that Saskatchewan enjoys a diverse, resilient, and growing economy. This Handbook is one tool to bring non-Indigenous employers together with Indigenous organizations and employees to foster better Indigenous inclusion in the province's workforce.

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Why Engage? The Business Case for Reconciliation

There are many good reasons that engaging with an Indigenous workforce can help your bottom line. Study after study shows that an inclusive workforce – one that is reflective of the broader population – leads to more creative teams, increases a company's bottom line and makes better business decisions. Workplace diversity has been shown to be among the most important predictors of a business' sales revenue, customer numbers and profitability.

As new ideas and technologies change the way people do business, Indigenous people are connecting with these changes and looking for opportunities to participate and lead.

"...It is a meaningful relationship, it is an ongoing relationship and it is definitely a mutually beneficial relationship."

Milton Greyeyes,
Nutrien

 **Nutrien**

The Call to Action #92 from the Truth and Reconciliation Commission calls on the corporate sector to engage in meaningful consultation and develop respectful relationships with Indigenous communities and businesses as well as providing education and opportunities to Indigenous people. The time to take action is now. The economic landscape in Saskatchewan is changing.

Call to Action # 92

We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.
- ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.
- iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

www.trc.ca/assets/pdf/Calls_to_Action_English2.pdf

City of Saskatoon Indigenous Procurement Policy (December 2018)

“The City will procure Goods and Services, and promote and participate in viable Procurement opportunities with Diverse Suppliers and Indigenous Suppliers. Divisions should consider the role of Diverse Suppliers and Indigenous Suppliers within Saskatchewan when conducting Procurement activities.”

Source: www.saskatoon.ca/sites/default/files/documents/new_purchasing_policy_c02-045.pdf



As a result, in Saskatchewan, Indigenous engagement is no longer just ‘nice to do’, but for many sectors it is becoming a key facet of competitiveness and profitability.

- Labour pool – First Nations and Métis people are a large and growing segment of Saskatchewan’s working age population. Access to this pool of labour can ensure you have the right human resources to match your current business needs and future aspirations.
- Reflect and grow your clientele – Indigenous peoples and communities are big spenders in the Saskatchewan economy, from construction and equipment purchasing to hospitality and professional services. You can grow your Indigenous clientele by ensuring they feel comfortable doing business with you. This includes seeing themselves in workforces.
- Procurement advantage – Many resource companies and public agencies look favourably upon diverse and Indigenous suppliers, including awarding points in the bidding process. Enhance your competitiveness by hiring Indigenous employees, partnering with Indigenous-owned businesses and entrenching this in procurement policies.
- Partnerships and Joint Ventures – Partnerships with Indigenous-owned companies can be an easy way to help you get access to labour and local knowledge, be competitive in bids, and reduce investment risk. Having an Indigenous workforce already in place will help make that process smoother.
- Attractiveness to future employees and clients – Many potential employees and investors value diversity and corporate social responsibility. By engaging positively with an Indigenous workforce, you can make yourselves more attractive to high quality applicants. Research shows that a diverse workforce can lead to more innovation, better hiring and retention, faster problem-solving, and improved company reputation – all improving your bottom line.
- Social license – If your business requires significant regulatory approvals, entails environmental impacts, or proposes a new way of doing things, it’s important that it enjoys social licence. Having a significant Indigenous workforce can help alleviate some of the concerns that governments or community organizations might have about your plans.



Reconciliation: The Right Thing to Do and the Smart Thing to Do

There is a good business case to engage with an Indigenous workforce. There is also a good moral case.

The Truth and Reconciliation Commission put out 94 Calls to Action, but it also put on the public record the many horrors inflicted on Canada's First Nations, Métis and Inuit people over the past hundred and fifty years and before. It is due to this history of colonization, marginalization and exclusion from economic development and employment that many Indigenous peoples face barriers – structural, educational, mental and physical – to good employment today.

Removing some of these barriers is our collective responsibility; we will all enjoy the benefits of ensuring economic participation and success is available to all segments of our society. It will decrease poverty and the need for expensive, taxpayer-funded social programs while providing access to an often overlooked and undervalued worldview. And it will enhance the prosperity of our region and province by ensuring everyone is able to contribute their skills and gifts in a productive way. Saskatchewan will only grow and thrive when First Nations and Métis people are allowed to grow and thrive here as well. All employers have a role in making sure this happens sooner rather than later.

Did you know?

Gabriel Dumont Institute, which provides Métis-specific educational programs, offers services to help employers meet their staffing needs:

- Aboriginal awareness training
- Partnership programs
- Employment counselling
- Online job posting service
- Wage subsidy programs including summer student and apprenticeship programs

“Throughout the process it becomes your own personal journey. It's something that you weren't fully aware of growing up, in terms of the residential schools and the sixties scoop, and through the exercises it really opened my eyes. There's a lot of fear around the word reconciliation, because it's misunderstood. We need to work through that discomfort.”

Carm Michalenko,

Saskatoon Community Foundation



SASKATCHEWAN INDIGENOUS ECONOMIC DASHBOARD

Did you know?

Saskatoon Tribal Council has a Labour Force Development program that offers a variety of services to both clients and employers to support the employment of First Nation individuals. Services include these and other activities:

- Employment referrals
- Resume database
- Transitional assistance for travel to work place
- Job placement assistance for work boots, basic tools, etc.
- Work experience and apprenticeship wage subsidies for employers
- Funding for vocational and technical programs as well as safety ticket training

Employment (2018)

Employment rate
54.3%

▼ 1.5% change from 2016

Participation rate
63.6%

▼ 2% change from 2016

Unemployment rate
14.5%

▼ 0.4% change from 2016

Income (2016)

Average income
\$32,976
Per year

Saskatchewan average income
\$49,409/year

Median income
\$23,533
Per year

Saskatchewan median income
\$38,299/year

Low-income status
68.5%
of total population

Saskatchewan population with low-income status: 12.8%

Income decile group distribution
71% Bottom half
29% top half

Composition of total income
80.1% Income obtained before tax minus government transfers
19.9% Government transfers

Educational Level Attainment (2016)

No certificate, diploma, or degree
6%

▼ 27.5% change from 2011

High school diploma, or equivalent
61.1%

▲ 36.8% change from 2011

Post Secondary and beyond
32.9%

▼ 9.3% change from 2011

Population (2016)

Total
175,015
Persons

Percentage of Province
16.3%

Average age
28.2
Years old

On/off Reserve ratio
50.5% Lives ON Reserve
49.5% Lives OFF Reserve

Age
48.8%
of total population is over the age of 25

Indigenous population in Saskatoon
10.9%
of 246,375 persons

Indigenous population in Regina
9.3%
of 215,105 persons

Indigenous population in Prince Albert
39.7%
of 35,926 persons

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Lessons Learned in Indigenous Hiring

There are different types of Indigenous employees that companies may look to recruit as part of their engagement strategy. One category can be referred to as ‘high flyers’ – those that are certified, educated, easily employed, and would be an immediate asset to your business. To attract and retain these types of employees, you will need to provide a quality workplace, with not only competitive wages but work-life balance, a sense of purpose, a collaborative team environment, and accommodation for cultural and community activities.

To recruit from the large pool of underemployed Indigenous workers you will need to have a plan to help address barriers to work such as transportation, educational attainment, or family obligations. The good news is, others have faced those same struggles and have come up with some strategies to addressing them. And many are not only relevant for an Indigenous workforce, but will help in recruitment and retention success with a wide variety of cultures and backgrounds.

Smaller businesses and organizations likely won't have the capacity to provide all of these services and supports internally. They can connect with the many service organizations in the region designed to provide those supports to individuals looking to engage in the workforce. Some of them include Quint Development Corporation, Saskatchewan Career and Employment Services (CanSask), Saskatoon Tribal Council (Labour Force Development), Gabriel Dumont Institute and Saskatoon Trades and Skills Centre.

See further resources at the end of this report for more information.

Did you know?

Saskatchewan Institute of Indian Technologies (SIIT) offers JobConnections - a free Saskatchewan rural mobile career service program that focuses on bringing First Nations and non-First Nations job seekers and employers together. Its services include:

- Pre-screened qualified database of potential employees
- Access to local post-secondary graduates
- Training grants and apprenticeship information
- Complimentary job posting services
- Assistance with job profiling and online job posting process
- Access to First Nations trade students who qualify for Wage Subsidy program
- Connect employers with First Nations candidates

Barriers for Employees

“Starting with Affinity was a life-changing, amazing experience. They helped me try to find what I needed to do. I went in there with no experience, I didn’t even know what type of behaviour I needed to get through. The HR Advisor at the time asked, ‘what types of resources do you need to help you’. She was open and honest with me and talked with me lots. It was very helpful to have a support system to get me through training.”

Chantel Buffalo,
Affinity Credit Union



- *Lack of education, experience, training and /or tickets*



Pay for training/certifications, provide entry level positions with opportunity to grow, provide on-the-job training. Make sure your job requirements actually match the job needs so that candidates can apply to the right positions.

- *Reliable transportation and communication - car troubles, no cell phone*



Arrange shuttles, bus passes or ride sharing, provide camp positions, offer temporary use of cell phones.

- *Child care - can't work due to children at home*



Assist with child care arrangements, cover expenses, adjust work schedule to accommodate.

- *Complicated application processes requiring a computer, professional resume, interview skills etc.*



Streamline your application process; recruit directly from post-secondary institutions or employment readiness programs.

- *Little value placed by colleagues on understanding and embracing a different worldview.*



Offer Indigenous awareness training, invite community speakers to education sessions. Do not expect Indigenous employees to be the “Indigenous expert” on staff.

- *Substance abuse issues, failing drug and alcohol testing, absenteeism.*



Willingness to work with individuals on the issue, delayed drug and alcohol testing, offer of assistance/professional help.

Employer Challenges

- *Employee accountability – lack of commitment*



Have upfront discussions to reinforce their importance, open lines of communication, relationship and trust building. Provide significant onboarding with clear directions and job requirements. Explain unwritten workplace protocols.

- *Retention/high turnover*



Provide coaching/mentorship, validate workers’ contributions, work to understand the employee’s perspective, and be willing to transfer employees within the company to a better fit.

- *Client alignment/understanding, cultural competency*



Seek clients that truly want to “partner”, provide assistance with barrier removal and additional lead time on projects, and hire additional staff to combat retention issues. Understand that this is more than economic effects and quotas – it is about a true societal impact.

- *Bureaucratic barriers*



Depending on your organizational structure, work with unions, HR departments, hiring managers or others to find solutions that overcome strict standards and requirements. Consider shorter pay periods, training for budgeting and money management.

- *Culturally inappropriate or outdated policies.*



Posted qualifications do not match or exceed actual requirements for the job.

“We are family-owned and operated, we are a diversified equal opportunity employer, and for the last couple of years we’ve started to expand that vision.”

Mary Panteluk,
KPCL



Good, Better and Best Practices

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Here are some good, better and best practices in Indigenous workforce engagement gathered from our Kîpa/Kakwayahook workshop participants.

For many organizations, you will need to be successful at the 'good' practices before you can move on to the more proactive, 'better' efforts. And to undertake the 'best' practices, you will likely need full buy-in and commitment from your organization's leadership.

Regardless of where your organization is at on this spectrum, focus on improving where you are today. Set goals and hold yourself accountable to them.

Good

- Include Indigenous hiring in your Key Performance Indicators (KPI).

- Know your baseline – the number and proportion of First Nations and Métis employees that you have.

- Encourage Indigenous candidates to apply within your postings. Place your job postings in areas where prospective Indigenous employees look for work.

- Communicate job postings and opportunities with surrounding First Nation communities and on relevant job boards, public bulletins, and Facebook pages (e.g. Saskatoon Tribal Council Urban Labour Force Development, Quint Development Corporation)

- Partner with employment counselors and training institutions (e.g. Gabriel Dumont Institute, University of Saskatchewan, Saskatchewan Polytechnic, Saskatchewan Indian Institute of Technologies) as they will be able to help you get connected with qualified Indigenous professionals.

Better

- Provide cultural awareness training and activities.

- Hire more than one Indigenous person at a time; don't isolate or tokenize new hires.

- Create internships and student jobs for Indigenous candidates.

- Bring lower skilled Indigenous employees into entry level positions, with a long-term development plan to move them into more senior positions.

- Coach and mentor Indigenous employees to succeed and progress within the organization.

- Hire an Indigenous liaison professional to network with First Nations and Métis communities and partners.

- Develop a formal Indigenous Employment Strategy within your organization.

Best

- Ensure staff policies accommodate leave requests (especially bereavement).

- Seek mutually beneficial business partnerships with First Nations and Métis owned businesses.

- Provide access to Elders and cultural spaces.

- Give back to the community through events, activities and services that benefit First Nations and Métis peoples.

- Establish Indigenous procurement policies.

- Develop Memorandums of Understanding (MOUs) with bands, tribal councils and Métis organizations for labour force development.

Changing Your Workplace Culture

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“Our engagement strategy has led to a 63% Indigenous workforce across our operations, year over year. So we’re doing it. We are achieving it. We are doing something most people didn’t think was possible.”

Brad Darbyshire,
STC Industrial



Being successful in recruiting and retaining Indigenous employees will require some changes in your company. Your goals will need to be embraced from both the top and from the bottom. What are your reasons for implementing an Indigenous engagement strategy? Make sure they are authentic – it will be hard to evolve your workplace culture if they aren’t. People don’t want to feel like they are a box to be checked – and they will know if they are.

From the Top

Senior management needs to be on board with your goal of increasing diversity, welcoming an Indigenous worldview that may be different to the current culture and increasing your Indigenous employee numbers. Some might feel there are no benefits, only costs to adapting. Others may feel the status quo is perfectly fine. In order to implement a successful engagement strategy, everyone will need to find value in Indigenous engagement. Most companies will find change only starts to occur after a ‘champion’ in senior management takes on the responsibility of making Indigenous engagement a priority.

From the Bottom

Once senior management makes Indigenous engagement a goal, it’s important to ensure your current employees also understand the reasons and values behind the decision. If there is resistance based on racism, perceptions of unfairness, or expectations of having to ‘pick up the slack’, there is likely to be resentment that will lead to an unhealthy workplace for all employees. Communicate your objectives and try to address any concerns. Create win-win situations.

For New Indigenous Employees

It's great that you are ready to bring more Indigenous employees in to your workplace. But is your workplace ready for them? Try to anticipate and address some of the barriers Indigenous employees might face coming into a new environment. Common challenges include:

- Tokenized – feeling like you are there not because of what you bring but what box you check; little sense of satisfaction or worth.
- Marginalized and isolated – feeling like you are not a full member of the team; that you don't belong.
- Conflicted about identity – feeling like you can't be yourself at work or around your co-workers; feeling exhausted just by being at work because you can't let your guard down.

There is a role for education, for example in the form of Indigenous awareness training, to start conversations on why it is both right and smart to better engage an Indigenous workforce. For larger companies, this may become part of the onboarding process. For smaller companies, it may be part of staff meetings or a retreat. For everyone, it may help to get an external facilitator to work through the emotions and questions that changing the workforce culture may bring.

"I'm proud to say that I have the support of my colleagues, and upper management, right up to the owner, and that's why I'm here. I was asked to work at the Ramada to help indigenize the Ramada, and to bring business development and walk towards reconciliation, and I'm honoured to have that support."

Charles Bellegarde,
Ramada Hotels



Indigenous Works Engagement Matrix:

The average Canadian company scored 13/100 points on this Indigenous engagement matrix.

How ready is your workplace?

AWARE	<ul style="list-style-type: none"> • Leadership aware: Indigenous groups where you do business? ASETS? TRC Calls to Action? • Do you have Indigenous employees? • Up to 5 points
READY	<ul style="list-style-type: none"> • Priorities: Hiring Indigenous? Working with Indigenous businesses? Community development? • To what extent does your business have the ability, knowledge, and experiences to act? • Up to 20 points
STRATEGY	<ul style="list-style-type: none"> • Strategies for Indigenous employment, businesses, or community development decisions? • If yes, formalized? Do they apply enterprise-wide? Brought in Indigenous perspectives? • Up to 25 points
CONSULT	<ul style="list-style-type: none"> • Consults groups when making employment, business, or community development decisions? • If yes, practices enterprise-wide or limited to departments? Acknowledge and promote input? • Up to 25 points
PARTNER	<ul style="list-style-type: none"> • Any partnerships with Indigenous organizations or communities? Objectives? Long-term? • Have you formalized your partnerships? If yes, how? • Up to 25 points

Source: www.indigenousworks.ca/sites/ahrc/files/attachments/Researching%20Indigenous%20Partnerships-Malatest%20Final%20Report-English-Oct%202017.pdf

What Do You Learn About in Indigenous Awareness Training?

Most Indigenous Awareness sessions will try to help participants understand the gaps in economic and social conditions faced by Indigenous peoples, and the role that government policies, residential schools, colonization and intergenerational trauma played in creating those gaps. They might also address myths and misconceptions about Indigenous peoples and their participation in the workforce, for example that Indigenous people don't want to work, that they cannot keep politics out of business decisions, or that they get everything – education, housing, medicine – for free without paying any taxes.

The goal is usually to help the participant understand the additional challenges and barriers imposed on Indigenous peoples when they seek education or employment, and the ways in which we can collectively reduce or eliminate those barriers, for everyone's benefit.

“It's important for them to feel that they are part of a cog on the wheel on the business side -that they play a role in developing the organization. Too many times people of diverse backgrounds feel like they're just filling a quota.”

“There's two different cultures, and you have to understand that. There are misconceptions about Indigenous people...the best way to overcome those is to focus on Aboriginal Awareness Training or cross-cultural training programs. Specifically, the myths.”

Terry Bird,
K + S



K+S Potash Canada

What is the 'Right' Number of Indigenous Employees?

As an initial step towards improving your company's engagement with Indigenous peoples, it is good to know your baseline – how many Indigenous employees you have today; and have a goal – how many you would like to employ in 3-5 years.

The 'right' number will vary by business: the proportion for resource development companies working on Indigenous territory will likely be higher than a small manufacturing business in the city. For others, recruiting more Indigenous peoples to managerial-level positions will be the most important indicator. For almost everyone, the right number will be more than you have today. Focus on knowing your baseline and making good progress towards your goal.

Did you know? The Saskatchewan Human Rights Commission recommends a goal of 14% Aboriginal employees when planning for a representative workforce in Saskatchewan.

Canadian Council for Aboriginal Business's Key Drivers for Progressive Aboriginal Relations

1 - Leadership Actions

Leadership Actions are defined as actions to reinforce an organizational focus on Aboriginal relations by leaders of the organization. Such actions have an impact in achieving and sustaining good results in all drivers. These actions include setting and cascading a clear commitment and policy, and the application of a structure to drive and help sustain the commitment to positive Aboriginal relations across the organization.

2 - Employment

Employment is defined as the commitment of resources (time and money) to achieving equitable representation of Aboriginal persons in the workplace. This involves recruiting and retaining Aboriginal talent, supporting their career development and advancement, and promoting mobility of Aboriginal employees throughout employment sectors and levels. This driver also includes supporting cross cultural awareness and/or cultural sensitivity training, and providing training and support for existing or prospective Aboriginal employees through specific programs or actions.

3 - Business Development

Business development is defined as the commitment of resources (time and money) to the development of business relationships with Aboriginal owned businesses. These activities are sustained through mutual benefit. Capacity building and mentorship also directly relate to sustaining, enhancing or developing future business development.

4 - Community Relationships

The Community relationships driver is broken out into two components; engagement and support. Engagement is defined as providing time and resources to develop and sustain positive and progressive relationships with Aboriginal communities, groups, and stakeholders. Engagement can include communications, information sharing, involvement in events and activities, and partnerships. Support is defined as a commitment to develop positive and progressive relationships with Aboriginal communities, groups, and stakeholders by providing financial and/or in-kind support. These components work together to nurture and sustain positive and progressive relationships. Those companies that are viewed as part of the Community have a far better chance of success in sustaining good relationships, versus those that go into the Community to give an occasional presentation.

“When I got hired with the City, that was the best move I ever made. It made me happy. My kids have seen me work all my life, get up at 6 or 7 every morning to go to work, and still take time to do other stuff with them at home.”

Richard Bouvier,
City of Saskatoon



Source: www.ccab.com/wp-content/uploads/2016/08/PAR-Overview.pdf

The Indigenous Works Inclusion Continuum

Stage 1 – Indifference

Inclusion is not on the radar screen

- Denial forms the basis of workplace diversity.
- Here, employee morale is never a priority.
- Here, discrimination and harassment go unchallenged (under human rights legislation, such companies are disappearing).

Stage 2 – Intimidation

Inclusion as forced compliance

- This company acts wholly from fear.
- The minimal legal requirement is the high bar.
- All important actions are reactive rather than proactive.
- Legal obligation becomes the surest guide to Indigenous inclusion.

Stage 3 – Image

Inclusion as public relations

- This company prizes HR – so long as it serves PR.
- What value exists in Indigenous employees – how can they be showcased?
- Wholly reactive, but to the carrot rather than the stick.
- External perceptions become the surest guide to Indigenous inclusion.

Stage 4 – Initiation

Inclusion as a business imperative

- A change agent has been roused by the values of inclusion.
- That person presents other managers with a business case for inclusion.
- A nucleus of manager demand drives executives to move the effort forward.
- The organization begins a self-assessment: how can it become more inclusive?

Stage 5 – Incubation

Inclusion nurtured as a core competency

- The highest executives commit to the path of inclusion.
- Inclusion is regarded as a ‘core competency’, necessary for organizational growth.
- The business case for Indigenous inclusion is translated into policies and practices.
- The company organizes training and others efforts to grow an inclusive culture.

Stage 6 – Integration

Inclusion as a catalyst for growth

- The company’s goals are permanently integrated with its inclusion goals.
- Employees have high morale and show a high degree of engagement.
- Long-term strategies drive internal and external Indigenous relations.
- The organization vigorously promotes inclusion to other organizations.

Stage 7 – Inclusion

Inclusion is fully embraced as the cultural norm

- This highly productive workplace is dedicated to continuous improvement.
- The corporate culture is one of unflagging commitment to inclusion.
- This is the company of choice for the very best Indigenous talent.

Source: <https://indigenouworks.ca/en/products/item/inclusion-continuum>

Terminology

The terms “Indian and Aboriginal” were used by the Canadian government to describe the original habitants and their descendants. It is believed by many Indigenous nations these terms were used to divide, misrepresent, and control them as Indigenous peoples.

- “Indian” refers to the legal identity of a First Nation person who is registered under the Indian Act;
- In 1982, the term “Aboriginal” was used to affirm the rights of First Nations, Métis, and Inuit under section 35 of the Constitution Act of Canada. “Aboriginal” became the common term to use until recently;

Other terms used to describe Indigenous Peoples:

- “Native” was a general term that was used to describe Indigenous peoples. This term was used in the 60’s and 70’s by the Indigenous movement as an expression of pride and self-determination;
- “First Nations” is a term used to encompass a wide variety of Indigenous Nations however, the term does not include Métis and Inuit Peoples;
- The term “Indigenous” is a self-declared term and is not government imposed. It is widely accepted around the world and is used in international human rights instruments such as United Nations Declaration on the Indigenous Rights of Indigenous Peoples (UNDRIP). This term also has positive associations with self-determination and encompasses a wide variety of Indigenous groups.

Saskatchewan is home to eight First Nations language groups: Plains Cree, Swampy Cree, Woodland Cree, Dene, Sauteaux, Dakota, Nakoda and Lakota.

Saskatchewan is also a homeland to the Métis, a people of mixed First Nation and European ancestry who identify themselves as distinct from First Nations people. The Métis have a unique culture that draws on their diverse ancestral origins, such as Scottish, French, Ojibway, and Cree.

“[Their approach] did inspire me to want to work with them further. And so when an opportunity came for me to join the company, I jumped at it. They made it possible to succeed in their company. There was never any worry about barriers being put in front of me, to stop me or single me out.”

Steven Thomas,
KPCL



Further Resources

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This handbook and many more resources will be housed at the Reconciliation Saskatoon [<http://www.beaconnectr.com>] and Saskatoon Aboriginal Community Action Partnership [<http://www.sacap.ca>] websites. However you are encouraged to reach out to the resources or partners below that can help you meet your goals and address your specific interests and needs.

Aboriginal Business Match

Business Matching | Partnerships | Procurement | Event Management
www.advancedbusinessmatch.com

Aboriginal Friendship Centres of Saskatchewan

Cultural Awareness | Event Planning | Aboriginal Service Delivery Infrastructure
www.afcs.ca/pages/friendship_centres.html

Ally Toolkit - Montreal Urban Aboriginal Community Strategy Network (MUACSN)

How to be an Ally? | Indigenous People's Needs Resource
<http://reseauumtlnetwork.com>

Ayisiyiniwak – A Communications Guide

Cultural Awareness | Education | Reconciliation
www.saskatoon.ca/ayisiyiniwak

Battlefords Agency Tribal Chiefs

Community Engagement | Recruitment | Job Promotion
www.facebook.com/BattlefordsAgencyTribalChiefs

First Nations University of Canada (Campuses – Prince Albert/ Regina/ Saskatoon)

Education | Cultural Awareness | Talent Engagement | Recruitment
www.fnuniv.ca

File Hills Qu'Appelle Tribal Council (FHQTC)

Community Engagement | Technical and Advisory Services
www.fhqtc.com

Gabriel Dumont Institute (Head Office – Saskatoon)

Education | Cultural Awareness | Talent Engagement | Recruitment
www.gdins.org

Indspire

Education | Talent Engagement | Recruitment
www.indspire.ca

KAIROS (Blanket Exercise)

Reconciliation | Cultural Awareness | Facilitation
www.kairosblanketexercise.org

KITASKINAW (“Our land”) – Saskatoon Aboriginal Program and Inventory (2013-14)

Spiritual | Cultural | Economic
www.sktc.sk.ca/uploads/media/KITASKINAW-Inventory-2014.pdf

Meadow Lake Tribal Council

Community Engagement | Economic Development | Recruitment | Procurement
www.mltc.ca

Northwest Professional Services Corp

Aboriginal Business Directory | Procurement
www.northwest-professional-services-corp.sk.xsask.com

Nutrien - Playbook

Successful Local Aboriginal Content Plan
www.nutrien.com/sites/default/files/uploads/2018-11/Nutrien_Diversity_Playbook.pdf

Quint

Community Engagement | Economic Development | Recruitment | Procurement
www.quintsaskatoon.ca

Prince Albert Grand Council

Community Engagement | Cultural Awareness | Recruitment
www.pagc.sk.ca

Radius Community Centre

Employee Training | Workplace Skills
www.radiuscentre.com/

Representative Workforce – Saskatoon Health Region

Cultural Awareness | Employee Training | Recruitment
www.saskatoonhealthregion.ca/locations_services/Services/fnmh/representative-workforce

Saskatchewan Abilities Council

Employee-Vocational Training | Recruitment
www.saskabilities.ca

Saskatchewan Apprenticeship and Trade Certification Commission

Apprentice Training | Trade Certification | Recruitment
www.saskapprenticeship.ca/workers/aboriginal-apprenticeship/

Saskatchewan First Nations Economic Development Network (SFNEDN)

Research | Advocacy | Networking | Communication | Capacity Building
www.sfnedn.com

Saskatchewan Indian Institute of Technologies (Campuses – Prince Albert/ Regina/ Saskatoon)

Education | Talent Engagement | Recruitment
www.siiit.ca

Saskatchewan Polytechnic (Campuses – Moose Jaw/ Prince Albert/ Regina/ Saskatoon)

Education | Talent Engagement | Recruitment
www.saskpolytech.ca

Saskatoon Food Bank and Learning Centre

Community Kitchen | Community Engagement
www.saskatoonfoodbank.org

Saskatoon Indian and Métis Friendship Centre

Public Gathering | Community Engagement | Referral Service
www.simfc.ca

Saskatoon Industry Education Council

Career Opportunities | Talent Engagement | Recruitment
www.saskatooniec.ca

Saskatoon Regional Economic Development Authority

Economic Development | Economic Intelligence | Entrepreneurship | Talent Attraction
www.sreda.com

Saskatoon Trades and Skills

Trade Skills Training | Recruitment
www.saskatoontradesandskills.ca

Saskatoon Tribal Council (STC)

Community Engagement | Employment Skills Training | Family & Community Services
www.sktc.sk.ca

Touchwood Agency Tribal Council

Community Engagement | Economic Development | Advisory Services | Recruitment
www.touchwoodagency.ca

United Way (Saskatoon & Area)

Inclusion | Community Wellbeing | Education | Youth Engagement
www.unitedwaysaskatoon.ca

University of Regina – Aboriginal Students Centre

Cultural Awareness | Health & Wellness | Aboriginal Career Centre | Recruitment
www.uregina.ca/student/asc

University of Regina – Student Employment Services

Placement Services | Talent Engagement | Recruitment
www.uregina.ca/careercentre/ses/employers/index.html

University of Saskatchewan – Aboriginal Students Centre

Cultural Awareness | Health & Wellness | Aboriginal Career Centre | Recruitment
students.usask.ca/aboriginal/asc.php

University of Saskatchewan – Student Employment and Career Centre

Placement Services | Talent Engagement | Recruitment
secc.usask.ca

Wanuskewin Heritage Park

Cultural Awareness | Historical Awareness | Cultural Heritage | Gifts
www.wanuskewin.com

Yellow Quill First Nation – Urban Services Office

Community Engagement | Economic Development | Recruitment
<http://yqfn.ca/yellow-quill-first-nation/urban-services-offices/>

Yorkton Tribal Council

Community Engagement | Economic Development | Recruitment
www.facebook.com/yorktontribalcouncil/

YWCA Saskatoon – Employment and Learning Centre

Skills Training | Trade Training | Employment Workshops
www.ywcasaskatoon.com/employment-learning/



OUR COMMUNITY INVESTORS



PROJECT LEADERSHIP TEAM

